



# Department of Defense **DIRECTIVE**

March 11, 1985  
NUMBER 2055.3

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SUBJECT : Manning of Security Assistance Organizations and the Selection and Training of Security Assistance Personnel

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USDP

- Reference:
- (a) DoD Directive 2000.10, "Selection and Training of Security Assistance Personnel, " January 17, 1972 (hereby canceled)
  - (b) DoD Directive 5105.38, "Defense Security Assistance Agency (DSAA) ," August 10, 1978
  - (c) DoD Directive 5132.3, "DoD Policy and Responsibilities Relating to Security Assistance, " March 10, 1981
  - (d) DoD Directive C-5105 .32, "Defense Attache System, " March 23, 1973
  - (e) Public Law 87-195, "Foreign Assistance Act of 1961 ," September 4, 1961 (22 U. S.C. 2151 et seq. )
  - (f) DoD Directive 1315.7, "Military Personnel Assignments, " December 6, 1977
  - (g) DoD Directive 5000.19, "Policies for the Management and Control of Information Requirements," March 12, 1976
  - (h) DoD Instruction 5000.21, "Forms Management Program," December 5, 1973

## A. PURPOSE

This Directive replaces reference (a), to update DoD policy, procedures, and responsibilities for the selection and training of personnel to serve in security assistance positions and for processing and approving security assistance organizations (SAOs) joint manpower programs (JMPs), in accordance with references (b), (c), (d), and (e).

## B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Unified and Specified Commands, the Defense Agencies, and the SAOS (hereafter referred to collectively as "DoD Components").

## C. DEFINITION

Security Assistance Organizations (SAOs). All DoD Component elements, regardless of actual title, located in a foreign country with assigned responsibilities for carrying out security assistance management functions under Section 515 of reference (e).

## D. PROCEDURES

### 1. General Criteria for Selection to SAO Positions

a. Military and civilian personnel selected to serve in an SAO shall possess the demonstrated personal and professional qualifications necessary to carry out effectively the functions to which they are assigned. It is essential that personnel are screened carefully, to ensure that the selectee has the appropriate qualifications and experience. Detailed criteria are at enclosure 1.

b. Personnel will not be selected for SAO duty if they or their accompanying dependents have a history of personal or financial misconduct, or have medical, emotional, or educational problems that would affect adversely the individual's ability to perform assigned duties, considering the social and environmental situation of the locale to which they are being assigned. Consideration also shall be given, for an accompanied assignment, to family compatibility to the place and type of duty, to include size of family and age of children.

c. Nominees to the position of chief of an SAO shall be senior in rank or in date of rank to all other personnel of the SAO. A waiver may be granted only by the Director, Defense Security Assistance Agency (DSAA).

d. The position of chief of an SAO shall be designated a key billet. Other SAO positions shall be designated key billets if the functions of the positions are related directly to management of security assistance programs requiring continuity of effort and specialized experience and training. For the purpose of this Directive, these personnel are identified as SAO management personnel. Key billets shall be identified in the SAO JMP and established as prescribed by DoD Directive 1315.7 (reference (f)). SAO positions designated as key billets will require the individual to serve the accompanied by dependents tour length that is prescribed for the country of assignment, unless overriding circumstances dictate otherwise, or if dependents are not authorized. Changes in tour length require Director, DSAA, and Unified Command coordination.

2. Deviations. Waivers from the required qualifications and limitations contained herein shall be considered on a case-by-case basis. The Military Services shall submit all requests for waiver concerning the chief of the SAO to the Commander of the Unified Command to obtain concurrence or comment before submission to the Joint Chiefs of Staff (JCS) and the Director, DSAA, for approval. Waivers for all other positions, unless otherwise stated, shall be coordinated directly among the furnishing Military Service, the JCS, the Unified Command, and the receiving organization.

### 3. Selection and Training Requirements for Assignment to SAOS

a. The furnishing Military Service shall use the approved JMP and the submitted personnel requisition as the basis for selecting and training nominees. It is essential that the Military Services confer with the Manpower and Personnel Directorate (J1), OJCS, to ensure the JMP is accurate, updated, and that no changes are pending. The JMP processing system is described in enclosure 2.

b. Unified Commands shall ensure that personnel requisitions are submitted to the Military Departments with sufficient lead time, to permit adequate time for the necessary personnel selection and approval process, and to prepare the individual for duty.

c. Nominations for chief of SAO positions shall be coordinated within DoD channels before seeking comments and concurrence from the Department of State (DOS) and the Chief of Mission.

(1) Initial Selection and Nomination. The furnishing Military Service shall select personnel with qualifications as prescribed by the JMP. The selection shall be made with adequate lead time to permit necessary reviewing, coordinating, training, and orienting as required by this Directive, the personnel requisition, and the JMP.

(a) For the chiefs of SAOS, the furnishing Military Service shall select one or more individuals and obtain Unified Command concurrence or comment. Simultaneously with seeking Unified Command concurrence or comment, an information copy of the nomination shall be sent to the Director, DSAA. After receipt of Unified Command concurrence or comment, the furnishing Military Service shall submit the nomination, with the Unified Command position, to the JCS. The Secretary, JCS, shall obtain a joint position and forward the nomination, with recommendation, to the Director, DSAA, for approval. On a case-by-case basis, proapproval interviews may be requested by the Director, DSAA, and/or the cognizant International Security Affairs (ISA) or International Security Policy (ISP) office. The Director, DSAA, shall coordinate within OSD and shall submit the nomination to the DOS and the Chief of Mission for concurrence. When notified of the concurrences by the DOS and the Chief of Mission, the Director, DSAA, formally shall approve the nomination and inform the JCS, who then shall advise the furnishing Military Service to implement the nomination.

(b) For SAO personnel other than the chief, the furnishing Military Service shall select an individual, coordinate the nomination with the Unified Command and the chief of the SAO, and execute approval authority.

(c) Nomination of officers in the grade of O-7 and above to be assigned chiefs of technical assistance field teams (TAFTs) shall be processed as prescribed for chiefs of SAOS in the grade of O-7 and above.

(2) Preparatory and SAO-Related Training and Orientations. Upon approval of the nomination and under the control and scheduling of the furnishing Military Service or DIA (for Defense Attache Office (DAO) personnel assigned security assistance responsibilities), personnel shall receive military specialty refresher training determined appropriate by the furnishing Military Service, and language, management, pilot qualification, and other specific training as required by the JMP, the personnel requisition, and the criteria in enclosure 1. Additionally, the following apply:

(a) Chiefs of SAOS and Defense Attaches assigned security assistance management responsibilities shall:

1 If in the grade of O-6 or below, attend the Security Assistance Management Overseas Course at the Defense Institute of Security Assistance Management (DISAM). Chiefs of SAOS in the grade of O-7 and above should, at a minimum, attend the Executive Course at DISAM. Attendance at DISAM is mandatory, unless the course has been completed satisfactorily within the last 5 years.

2 Receive briefings and orientations by the DSAA, Plans and Policy Directorate (J5), OJCS, ISA/ISP regional offices of OSD, DIA, the Military Services, and other Federal agencies on country, security 'assistance' and related matters.

3 Receive a predeparture interview with the Director, DSAA, and the ISA/ISP regional office of OSD.

4 Receive antiterrorism awareness and protection training and orientation.

5 Be provided security assistance briefings and orientation by the Unified Command on policies and procedures unique to the Unified Command and on substantive regional and country matters.

(b) The training and orientation listed above are mandatory and may be waived only by the Director, DSAA, for subparagraphs D.3.c. (2)(a) 1, 2, 3, and 4, above, and by the Commander, Unified Command, for subparagraph D.3.c. (2)(a) 5, above.

(c) Other SAO and DAO personnel assigned security assistance program management functions shall:

1 Attend the Security Assistance Management Overseas course at DISAM. Attendance at DISAM is mandatory, unless the course has been completed satisfactorily within the last 5 years.

2 Receive briefings and orientations by the Military Services on security assistance matters unique to Military Service procedures and policies.

3 For personnel being assigned to positions involving security assistance financial management, receive briefings and orientation by the Office of the DSAA Comptroller and the Security Assistance Accounting Center (SAAC), as directed, and expanded financial management training by DISAM.

4 For personnel being assigned to positions involving security assistance training program management, receive briefings and orientation by the Office of the DSAA Comptroller and the security assistance training offices of the Military Departments.

5 Receive antiterrorism awareness and protection training and orientation, commensurate with the terrorist threat in the country to which assigned.

6 Be provided, at the request of the Unified Command, security assistance briefings and orientation at the Unified Command headquarters.

(d) Training at DISAM and orientation at DSAA may be waived only by DSAA. Other training and orientation may be waived only by the Unified Command or the providing Military Service with concurrence of the Unified Command.

(3) Funding

(a) The providing Military Service shall fund, except for training at DISAM, preparatory and related SAO training as described in subparagraph D.3.c.(2), above, from Military Department operating funds.

(b) DISAM training shall be funded by DISAM.

(c) As a general rule, briefings, orientations, and interviews shall be funded in connection with the permanent change of station (PCS). In those isolated instances when such activities are required before the PCS, they shall be funded from security assistance funds of the providing Military Service. In all cases, every effort shall be made during scheduling to combine these activities for reasons of economy and cost savings.

(d) The providing Military Service shall fund antiterrorism awareness and protection training and orientation from Military Department operating funds.

4. Training for Security Assistance Management Personnel (Other Than SAO Personnel)

a. Personnel of DoD Components, who exercise executive direction or manage or supervise security assistance activities directly or have a specific assigned security assistance function that has a direct impact on the conduct or outcome of security assistance programs, shall be considered for training at the DISAM. In addition, personnel should receive briefings and orientation by DoD Components, commensurate with the responsibilities unique to the functions of the security assistance management position to be filled.

b. Personnel who work part-time on security assistance having little or no effect on security assistance programs, particularly those personnel performing a function related to security assistance that is incidental to their normal duties, normally will not attend the DISAM.

c. The Military Services and other using DoD Components shall screen carefully all selectees for attendance at DISAM, to ensure that only personnel having a direct impact on security assistance programs are being trained.

E. RESPONSIBILITIES

1. The Director, Defense Security Assistance Agency, under the direction, authority, and control of the Under Secretary of Defense for Policy, shall:

a. Establish overall requirements, criteria, and procedures for the selection and training of personnel engaged in security assistance activities.

b. Review and approve recommendations by the JCS on the Military Service designations of the chiefs of SAOS, and coordinate on nominations for Defense Attache assignments having security assistance responsibilities.

c. Approve SAO JMPs involving the establishment of new organizations, changes in the number of manpower authorizations> changes in the organizational structure, or the grade or Military Service affiliation of the chief of the SAO.

d. Obtain DOS and Chief of Mission concurrence for Chief of SAO nominations.

e. Approve nominations and tour extensions or curtailments for all chiefs of SAOS and for the Chiefs of TAFTs in grade O-7 or higher.

f. Coordinate on overseas tour length policies that affect security assistance personnel.

g. Approve the curriculum and admission policy and provide guidance for the operation and administration of DISAM.

h. Conduct periodic reviews to ensure that Military Service, inter-service, and interagency training available for security assistance personnel is adequate.

i. Provide overall supervision of organization and manpower matters of SAOS.

2. The Secretaries of the Military Departments, or their designees, shall:

a. In accordance with approved JMPs, personnel requisitions, and other authorizing documents and requests, recommend fully qualified individuals for SAO security assistance assignments. Approval shall be obtained before the start of SAO preparatory training.

b. Be responsible for the Military Service-related proficiency training of personnel nominated for SAO positions.

c. Ensure that nominees for chiefs of SAOS are senior to other personnel assigned to the SAOS. Any exception to seniority shall be justified fully in the chief position nominations, and shall be justified separately to the Director, DSAA, for other SAO positions.

d. Ensure that nominees receive language, planning, programing, antiterrorism, and management or other qualification training, as required by approved JMP requirements, the personnel requisition, and enclosure 1.

e. Coordinate and provide administrative support for all preparatory training and orientation of Military Service "nominees except for briefings and orientation at the Unified Commands.

f. Determine the content of and conduct the Military Service orientation of SAO personnel, which shall include adequate orientation on security assistance-related activities of other Military Services and Federal agencies to provide a balanced understanding of joint objectives and programs in the country of assignment.

g. Provide the Director, DSAA, an information copy of itineraries for approved chiefs of SAOs, including training and orientation schedules and the approximate date for arrival in country.

h. Ensure that personnel (other than SAO personnel), who have as their principal assignment a security assistance or major related function, receive adequate training before assignment.

3. The Joint Chiefs of Staff shall:

a. Review proposed SAO JMP changes submitted by the Unified Commands and make recommendations only for those changes that involve the number of manpower authorizations, changes in the organizational structure, or a change in grade or Military Service affiliation of chiefs of SAO positions to the Director, DSAA, for approval and exercise approval authority for other types of JMP changes.

b. Review security assistance organizational and manpower requirements submitted by Unified Commands in the form of proposed JMP submissions for new SAOs, or for security assistance augmentations to Defense Attache Offices and recommend appropriate action to the Director, DSAA, for approval.

c. Recommend the designation of the Military Service responsible for furnishing chiefs of SAOs, except for Defense Attaches assigned security assistance responsibilities.

d. Obtain joint positions on individuals nominated to serve as chiefs of SAOs, and for recommended tour extensions or curtailments for chiefs, ... except for Defense Attaches assigned security assistance responsibilities.

e. Brief those personnel nominated to be chiefs of SAOS on current issues and on procedures and submissions relating to JCS planning documents.

4. The Commanders of Unified Commands shall:

a. Develop and submit, as directed by the JCS, proposals regarding organization, staffing, and administrative support of SAOS under their command, and comment on the adequacy of Defense Attache reaming for security assistance management. This includes the following:

(1) Providing comments on grade and Military Service affiliation for chiefs of SAOS, other than Defense Attaches assigned security assistance responsibilities.

(2) Providing comment on nominees for chief of SAO positions and recommendations on tour extensions or curtailments for chiefs.

(3) Processing JMP changes proposed by SAOS and submitting such changes to the J1, OJCS, in the proper format with adequate justification.

(4) Recommending, in the form of a proposed JMP, size and composition for establishing new SAOS or augmentations to DAOS.

b. Schedule and conduct that portion of security assistance briefings and orientation for new SAO personnel to be conducted at Unified Command headquarters and conduct conferences, seminars, or other follow-on training, as required, including orientation for those Defense Attache system personnel within their command area who are assigned security assistance responsibilities.

c. Ensure the SAO JMP and personnel requisitions contain specific requirements for specialized training and that the personnel requisition identifies frictions to be performed.

d. Ensure that key SAO personnel receive appropriate recognition (such as evaluation reports and awards) for the performance of their security assistance duties and, in coordination with subordinate DoD Component commanders, monitor the evaluation reports and awards for other than key personnel assigned to the SAO. The Commander of the Unified Command shall provide information regarding the Defense Attache's performance with respect to security assistance to the Director, DIA, for his consideration when completing the formal performance report.

5. The Chiefs of Security Assistance Organizations shall:

a. Submit proposed JMP changes to the Unified Command, as needed, to ensure that the SAO is organized and staffed properly, and that necessary prerequisites and personnel training requirements are identified to perform security assistance management functions in accordance with Section 515 of 22 U.S.C. (reference (e)). Such proposed changes shall have the Chief of Mission concurrence or comments (see enclosure 2).

b. Submit detailed job descriptions to the Unified Command, the furnishing Military Service, and DISAM for SAO positions being filled. The descriptions shall describe the exact functions the individual will perform. Based on these descriptions, orientations scheduled by the furnishing Military Service and training at DISAM shall be tailored to meet the specific training needs required to prepare adequately the individual for assignment. A copy of the job description also should be included with the SAO chief's welcoming letter to the individual selected for the position.

c. Keep the Commander of the Unified Command, the OJCS, and the Director, DSAA, informed of organizational, manpower, and personnel training Requirements or issues.

6. The Assistant Secretary of Defense (Manpower, Installations, and Logistics) shall coordinate all manpower and tour length policies that affect personnel assigned to SAOS with the Director, DSAA.

7. The Commandant of the Defense Institute for Security Assistance Management shall:

a. Operate the DISAM as a centralized activity for the professional education and training of personnel assigned to security assistance positions.

b. In coordination with the Military Services and other affected DoD Components, develop and allocate course quotas.



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c. Keep all affected DoI) Components informed on courses available, admission criteria, and other DISAM training-related information.

F. REPORTING REQUIREMENTS. Reporting requirements prescribed in this Directive are exempt from formal approval and licensing in accordance with subsection VII.G. of enclosure 3 to DoD Directive 5000.19, (reference (g)). Any forms developed for the purposes of information exchange or reporting shall be consistent with procedures established in DoD Instruction 5000.21 (reference (h)).

G. EFFECTIVE DATE

This Directive is effective immediately.



William H. Taft, IV  
Deputy Secretary of Defense

Enclosures - 2

1. Qualification Criteria
2. JMP Processing System

QUALIFICATION CRITERIA

1. CHIEFS OF SAOS

a. Education

- (1) Bachelor degree required.
- (2) Advanced degree desired,
- (3) Intermediate level staff college desired for officer position in Military Service grade O-4 and higher.
- (4) Senior service level school desired for chief of SAO in Military Service grade O-6 and higher,

b. Training

- (1) S/3 or R/3 levels of foreign language competency required or as determined by JMP requirements.
- (2) DISAM required. Training shall have been received within 5 years before the date of assignment.
- (3) Military specialty or technical training required, as determined by parent Military Service or by JMP requirements.
- (4) Military Service security assistance training, as determined by the parent Military Service, or as required in JMP.
- (5) Antiterrorism awareness and protection training required.

c. Experience

- (1) Prior command and staff positions desired for officers.
- (2) Area familiarity desired.
- (3) Security assistance experience highly desirable.
- (4) Planning, programing, budgeting, and management experience highly desirable.

2. SAO PERSONNEL ASSIGNED SECURITY ASSISTANCE MANAGEMENT FUNCTIONS

a. Education

- (1) Bachelor degree desired.
- (2) Advanced degree desired for Military Service grade O-6 or equivalent civilian grade.
- (3) Intermediate service level staff college desired for officer positions in grade O-4 and above.
- (4) Senior service school desired for Military Service grade O-6 and above.

b. Training

- (1) Foreign language competency required, as specified by JMP notation.
- (2) DISAM required. Training shall have been received within 5 years before the date of assignment.
- (3) Military specialty or technical training required, as determined by parent Military Service requirements for grade and position, or by JMP notation.

- (4) Military Service security assistance training required, as determined by parent Military Service or by JMP notation.
- (5) Antiterrorism awareness and protection training and orientation required, commensurate with the terrorist threat in the country to which assigned.

c. Experience

- (1) Prior command and staff position desired for officers or equivalent civilian grades.
- (2) Area familiarity desired.
- (3) Planning, programing, budgeting, and management experience desirable.

3. OTHER SAO PERSONNEL

Education, training, and experience criteria are required, as determined by parent Military Service, Unified Command, hiring organization, or by JMP notation.

JMP PROCESSING SYSTEM

1. The requirement to verify and submit fiscal year (FY) JMPs for SAOS annually is hereby rescinded; however, JMPs should be continuously reviewed, but in no case less than annually, to ensure that the SAO is manned consistent with established policy and Section 515 of reference (e), to effectively manage security assistance programs.
2. Approved FY 1983 JMPs were established as the basis for approved SAO manning levels. These levels remain in effect for subsequent FYs until a change is approved.
3. Requests for changes to JMPs or for JMPs to establish new SAOS may be submitted at any time in accordance with current DoD Directives.
4. When changes to SAO JMPs are required, the requests for these changes, with detailed justification and concurrence of the Chief of Mission, shall be submitted by the chief of the SAO through the Commander of the Unified Command to the JCS. Those changes involving the total number of manpower authorizations, the grade and service affiliation of the chief of the SAO, organizational structure, or the establishment of a new SAO shall be approved by the Director, DSAA.
5. JMP submissions, required only by those SAOS with changes or for the establishment of a new SAO, shall include the following:
  - a. Chief of Mission concurrence, nonconcurrence, or comment.
  - b. A narrative description of the functions and responsibilities for each authorization at the proposed (total) level. Describe the functions and responsibilities in terms of amount of effort dedicated to security assistance program management and other duties as contemplated.
  - c. An overall narrative description justifying the proposed additional personnel in terms of proposed increases in security assistance programs as compared to programs of previous years and in terms of additional functions or other expected duties that are required to be accomplished.
6. Changes to JMPs are required to be consistent with levels being proposed by the Annual Integrated Assessment of Security Assistance (AIASA) and will be submitted by the chiefs of the SAOS to the Commanders of the Unified Commands concurrently with the submission of the AIASA each year. Changes shall include the information required in paragraph 5. , above.
  - a. The Commanders of the Unified Commands shall submit recommended JMP changes to the J1, OJCS, within 60 days of receipt from the SAOS, with comments and additional justification, as necessary.
  - b. After processing requisite joint action, the JCS shall forward recommended changes involving the total number of manpower authorizations of each category of personnel (military, civilian, and local hire), grade, and Military Service affiliation of the chief, SAO, or the establishment of a new SAO to DSAA for approval. DSAA shall approve JMPs based on interagency review and approval of the Administration's annual security assistance budget.
7. All correspondence and message traffic regarding manning levels and other JMP changes shall be sent to the DSAA, the JCS, and the Military Services.